DTR-0821

30 September 1974

MEMORANDUM FOR: Director of Training

SUBJECT   : Seminar on Preparation of National Intelligence Estimates

1. After discussion with a number of people who are or have been in the estimating business, I have come to some tentative conclusions regarding how to organize and teach the course proposed in our interim report. If what I propose is agreeable to OTR, I will forward to George Carver a memorandum outlining these proposals and, hopefully, get the show on the road by the finish of the year. In any event I think we should regard the first running as experimental both as to length and method. The essential facts in my proposal are:

a. To have about eight participants

b. To call the course a seminar

c. To meet in the main building for two hours about six or eight times (leaving the number of sessions open, depending upon the wishes of the students).

d. To have each member of the seminar write an estimate in his field on a current topic which could be published when completed, the writing to begin after the opening sessions have been completed.

e. To have one or more sessions during the writing process to discuss any drafting or presentational problems the participants might have.

f. To have final sessions with the participants and possibly their supervisor and the appropriate NIO's to discuss and criticize the draft estimates.

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    2. The above proposals have been discussed with George Carver and with ███████████ (UE NIO) and have met with their complete approval. They will assist in the selection of students and of topics for estimate writing by the participants. I plan to act as chairman and chief instructor myself. In accordance with███████wishes, expressed to me after our talk with him, he will be used only as a participant in certain sessions and in assisting the estimates writers and not as a senior instructor or organizer of the seminar.

    3. The general sessions at the opening of the course will include

        (a) participation by certain NIO's, in which they will discuss some of their problems and needs,

        (b) illustrative discussion of "good" and "bad" estimates in terms of identification of the estimative problems, structure of the estimate, presentation, and writing,

        (c) practice and discussion, in terms of real subject-matter, in identifying estimative problems and structuring estimates, and

        (d) practice and discussion in preparing summaries and conclusions to highlight principal estimative judgments for the recipients.

    4. If the above is agreeable with you, I propose to move forward with establishing dates, announcements, place of meeting, and preparation of materials.

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RECOMMENDATIONS OF TRAINING ADMINISTRATION REVIEW GROUP (TARG)

Training Information

1. Catalog

    a. Catalog should be published annually.

    b. Catalog should include handbook information for
        training officers.

2. Special Bulletin

    a. Unit chiefs should be responsible for approval
        and mat preparation.

    b. OTR Component Training Officer should monitor
        Special Bulletins originating outside OTR.

3. Schedule of Courses should be issued semi-annually.

4. Bi-Weekly Registration Notes schedule should be continued.

5. Functional directory of OTR should be published twice
   a year.

6. Training Officer Conference

    a. Recommend continuance.

    b. Recommend Directorate Training Officer - OTR meetings.

7. Assignment of MT Careerists to Senior Training Officer
   jobs.

8. Creation of a Publications Officer/Editor to screen
   OTR publications.

Training Requirements

1. Current system to be continued and broadened.

Registration Procedures

1. Registration be partially decentralized.

2. Unit training assistants to handle the entire cycle including logging, selection of students, notification of acceptance.

3. SRS/RG should be the central point to handle calls and inquiries of a general nature.

4. Course content questions should be referred to the instructor.

5. ███ registration should not be decentralized, there should be backup in either RG or SA/OT.

STATINTL

6. Form 73 should be revised, more basic information on the student.

7. Attendance - no standardization required.

8. As a minimum there should be a daily sign-in sheet for all Headquarters courses.

Reporting on Student Progress and Achievement

1. OTR notice should be reviewed and revised as necessary.

2. Streamline the student evaluation form.

3. Eliminate much of the student data on the training report form.

Records on Students and Courses

1. Official folders should be kept in one place, that is the unit (not in RG).

2. RG should keep all of the OTR input data.

Training Administration at ███

1. More control should be exercised on who attends the BOC, i.e., establish and adhere to minimum entrance requirements.

2. Provide reading notebooks to the students in advance to save course time.

3. AOC is in competition with the Midcareer for mid-level DDO officers.

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Guest Speaker Coordinator

1. Use should be made of the Guest Speaker Computer Program.

2. A single individual should handle all ███ arrangements and Guest Speaker records, this should be located in either Plans or SRS.

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Directorate TRO Comments

1. S&T - "A designated office in OTR available to handle unusual training requests."

2. A single person in OTR to work on component training problems, i.e., a permanent Component Training Officer in OTR.

3. DDO wants to be consulted more closely on selecting officers for the AOC.

4. DDO would welcome more input on student achievement, particularly in the BOC and AOC.

5. Please advise the Senior Training Officer DDA of completion of courses by employees with MG service designation.

6. DDI - the responsibility for travel, advances, etc. not clear, is OTR or the component responsible and in which courses?